

Paragon of Performance

Results Pay

Definition:

Results-based pay may be awarded to individual employees or teams of employees based on accomplishments. This pay is not intended to increase base pay or base budgets, but rather is used as a one-time, lump-sum bonus. Accomplishments must be outcomes and/or outputs achieved which are **observed, measured** and documented through performance management.

Results-based pay is meant to provide recognition to employees for outstanding contributions and accomplishments that go "above and beyond" their traditional roles in the agency. It should encourage employees to take the initiative to reach beyond their job requirements and act as models, motivators, leaders and innovators.

Results-Based pay may be awarded through **Paragon of Performance Awards**. These are a recognition and reward tool managers may use to acknowledge an employee or team for a notable achievement.

What are the criteria an employee or team must meet to be eligible for a Paragon of Performance Award?

Employees or teams are eligible for nomination provided their contribution addresses one of the following areas:

1. **Savings** - Did the employee or team contribution save money, personnel, energy or other resources? Did the work performance streamline some element of work or project?
2. **Resource Management, Protection and Enhancement** - The employee or team contribution resulted in a notable impact on the stewardship of Montana's natural resources.
3. **Customer Satisfaction** - Did the contribution address customer needs and expectations in a way that went above and beyond the norm?
4. **Linking customer focus with agency results** - The employee or team contribution links customer satisfaction with the achievement of DNRC objectives. This involves the

balancing of two distinct but related areas of importance, customer satisfaction and achievement of agency results.

5. **Innovation** - The employee or team implements an innovative approach to solving problems or creates a new process for progressive change, which results in a significant contribution to achievement of agency objectives.

Customer is broadly defined and includes, but is not limited to, the following groups: the public, interest groups, coworkers, colleagues, Legislators, Commissioners.

In addition to specifying which area the employee or team contribution relates to, the requesting supervisor should also answer the following questions:

- What significant impact did the contribution have on agency goals and objectives?
- Does the employee or team's performance have a high recognition and acceptance level by supervisors, subordinates and peers?

How much money is available to be awarded to the recipient of a Paragon of Performance Award?

The Director's Office or Division Administrators may request to award employees a lump sum up to \$1000. This is a one-time bonus and is not tied to base pay. The Director's Office or Division Administrator will recommend where the money comes from to pay for the award when they make their nomination. The amount of the award should be proportional to the employee or team contribution. No award can be granted that would result in a budget deficiency or supplemental.

How frequently could an employee earn a Paragon of Performance Award?

One award per 12 months. Exceptions may be made for small non-cash awards with a value of less than \$50.

How do you nominate someone for a Paragon of Performance Award?

The Director's Staff or Division Administrator must submit a letter to the Personnel director requesting the award. The letter (example) should address the above criteria and questions, explaining why the employee or team deserves the award. Please address how

you will pay for the award. Provided your budget can afford the award, Personnel, in coordination with the Division Administrator, will review the request and provide analysis to the Director's Office. Personnel will process these awards as quickly as possible, usually within thirty (30) days.

Who will make the decision on whether to grant the Paragon of Performance Award?

Personnel will review requests to make sure the correct criteria are met. They will provide analysis to the Director's Office, who will then make a final decision as to whether to grant the request to award the results-based pay.